

Local Workforce Investment Area 7

Strategic Plan Narrative

Stage II

Phase II

2014

Preface: Organizational Profile

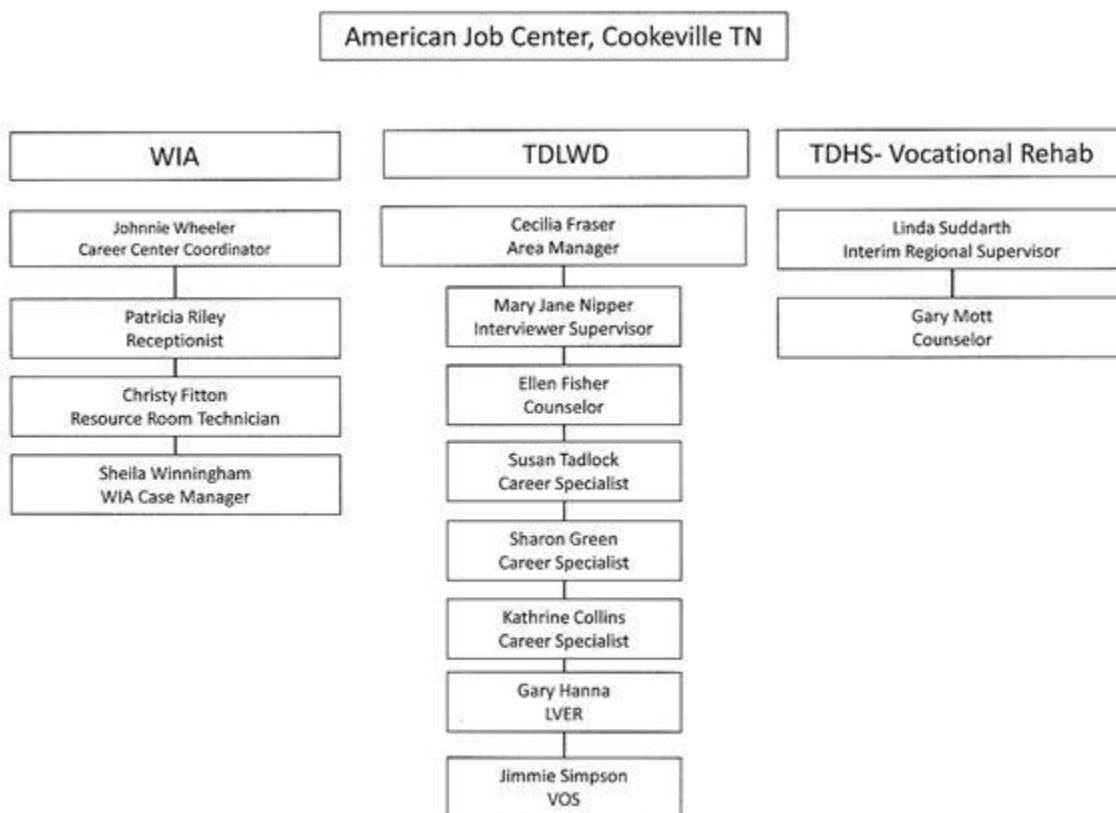
The Cookeville Comprehensive Center has a team-based group of Site Leads as approved by the Partner Consortium. The Partner Consortium is made up of three partner agencies providing services through funding for WIA, Wagner-Peyser, and Vocational Rehabilitation. Affiliate centers are located in Jackson, Smith and White Counties (see Tennessee Career Center/ American Job Center @ Cookeville and Affiliates flow chart) and are electronically linked to the comprehensive center. The center's delivery system emphasizes, encourages and supports the continued development of a seamless one-stop delivery system that is demand-driven, skills-based and accessible. It focuses on quality and seamless services to employers and job seekers through coordination and activities carried out by the partners. Work is coordinated and assigned by function rather than funding source. To ensure seamless service delivery to workforce system customers, all individuals working in an affiliate or comprehensive center or providing WIA services will experience two levels of supervision: direct and functional. Direct supervision requires that individuals are supervised by their respective program manager. Functional supervision requires individuals that are organized by functional unit be supervised by the partner consortium. Functional areas will include the welcome function, skills/career development function, and business function as described in Section VI. (Operations Focus). Each individual consortium partner will be supervised by their respective agency but will work in the Center to have supervisory authority over their staff. The center will maintain individual agency identities and formal supervisory lines of authority behind the scene while providing an integrated approach to serving job seeker and business customers through a focus on functions rather than agencies and funding streams. (See American Job Center, Cookeville TN Organization Chart). WIA staff located in affiliate centers will explain to customers the services provided by TDLWD such as Wagner-Peyser, RESA, etc. and Vocational Rehabilitation. They will assist job seekers by completing or updating resumes, searching for online job listings, assist the customer in applying for jobs, etc. They will refer customers to Vocational Rehabilitation Services if appropriate.

Outreach tools and technology such as Twitter, Facebook, LinkedIn, Survey Monkey, etc. will be utilized to expand service delivery, increase efficiency and expand the customer pool. Brief surveys will be given to random Center customers in an effort to measure customer satisfaction and help improve services where needed and to ensure that the American Job Centers provide a customer-focused environment. Center staff will attend/host local job fairs and other such community events to increase awareness of services offered at the centers.

Resource room computers have recently been upgraded to improve customer service. Customers will be assisted in accessing job listings, resume writing, and soft skills tutorials. Customers that are not "work ready" will be assessed using CareerScope, WorkKeys, Career Ready 101 Remediation Software, WorkKeys Assessment (Career Readiness Certificate), Perdue Pegboard, and/or Test of Adult Basic Education (TABE), depending on the level of assessment needed to determine a training pathway.

Tennessee has elected to incorporate the federal brand of American Job Center Network to its Center brand. Signs, brochures, letterhead, and any other system displays of branding will be updated to Tennessee Career Center / American Job Centers in compliance with Workforce

Services Policy #7. Streamlining and consolidation of information and materials with all partners in the workforce system will create a more comprehensive explanation of services.



I. Leadership

a. LWIA 7 activities will support the Governor's Vision, Values, Goals and Objectives including Economic Development, Education and Workforce Development, and Conservative Fiscal Leadership. The Local Workforce Board, Chief Local Elected Officials, Administrative Entity, and local Career Center Consortium embrace the Governor's Vision, Goals, and Objectives outlined in the 2014 – 2019 Five Year Strategic Plan. Workforce Board policies and procedures have consistently concentrated on skill shortage occupational training and high skill, high demand occupational training that supports the Governor's Visions, Goals, and Objectives. This has resulted in us exceeding state negotiated performance measures consistently. Consortium members, senior staff of each partner at the Cookeville Comprehensive Center, have created a performance reporting process to compare performance with goals for each and all partners. Each partner is asked to submit reports at consortium meetings and talk about the results. This allows for discussions of issues and possible solutions between partners. Process goals are being created by the consortium to address both goals and performance in delivering services to employers and job seekers and measure the overall effectiveness of the Center. We are required to have an overall financial audit each year that is reported to the Upper Cumberland Human Resource Agency (UCHRA) Board of Directors, the Local Workforce Investment Board (LWIB), the Tennessee Department of Labor and Workforce Development (TDLWD), and the Tennessee Comptroller of the Treasury. All workforce programs are monitored by TDLWD and Senior Services of America, Inc. All sub-contractors, training providers, and worksite users are monitored by internal program monitors. Center employees from each partner organization are encouraged to have more frequent informal meetings to improve daily processes and partner relations. This practice creates an attitude of ownership at the Center level without senior supervisors having to attend all meetings. We have created a monthly and annual process of selecting an employee of the month/year that allows the consortium to participate in the selection and recognition of all employee reward and recognition efforts. The overall employee population nominates a fellow employee each month. Each "Employee of the Month" is eligible for "Employee of the Year". Employees that receive either award will receive a certificate for their outstanding service and a reserved parking space for a month.

b. UCHRA is the fiscal agent for Local Workforce Investment Area 7. LWIA 7 is governed by the LWIB, which is overseen by the Chief Local Elected Officials (CLEOs). The Local Workforce Investment Board Bylaws are in compliance with Workforce Services Policy #6. The State Workforce Board and TDLWD staff oversees planning and operational activities of each LWIA. We have regular quarterly meetings in each county with local Advisory Board's comprised of volunteer community leaders such as bankers, private industry leaders, religious leaders, public officials, etc. These volunteers assist in creating and maintaining awareness of programs and agency resources and increasing the capacity of some programs, and providing important feedback concerning community needs. Our reporting of services and performance results to these boards ensures accountability of management and program staff. In addition, workforce programs are monitored yearly by TDLWD staff to review expenditures, services, program management, participant files, etc. Each Center partner will have responsibility for their senior leader succession planning.

II. Strategic Planning

a. LWIA 7 conducts strategic planning each year through a process established by the State Workforce Board. This process requires that mandated consortium partners, their staff, and other stakeholders collaborate on the operational, planning, and implementation of activities at the Centers while avoiding duplication of services and/or costs, if applicable, to ensure continued fiscal responsibility. In addition, the Employment and Training Division of UCHRA establishes internal goals and objectives for management and field staff. Our focus is on exceeding customer expectations, with an ongoing effort to improve quality and service through feedback from our customers. Of equal importance is strengthening our position with our revenue sources by providing superior service. Through the successful completion of our goals and objectives, we will strengthen our relationships with our stakeholders by incorporating their feedback into our ongoing process to build our American Job Center system around the voice of our customers and revenue sources. Center Site Leads are encouraged to seek new and innovative strategies to incorporate into the day to day operations at the Center to maximize customer satisfaction.

b. Local Workforce Investment Area (LWIA) 7 is committed to supporting the Governor's overall vision of making Tennessee the #1 state in the southeast for jobs, creating a more seamless path from high school, post-secondary education or training to the workforce, and eliminating duplication and leveraging dollars to provide more opportunities to existing jobseekers and the emerging workforce. LWIA 7 continues to address and give priority to the skill shortage occupations that emerge in our area as identified by the Tennessee Department of Labor and Workforce Development (TDLWD) Research and Statistics Department. We will focus on healthcare occupational training, including Registered Nurse and Licensed Practical Nurse, as well as other allied health occupations.

The LWIA 7 training emphasis focus is on programs that offer individuals the opportunity to transition into long-term employment in demand occupations. Because of a projected percent change of 18.9 in the health care and social services industry, continued support of nursing training programs and other medical occupations will be a top priority, with a primary focus on registered nursing training. Additionally, LWIA 7 will continue to provide recruitment support to the Tennessee Technological University (TTU) President's Academy for Emerging Technologies, which is designed to stimulate and build interest in science, technology, engineering, and mathematics (STEM).

Regional economic development partnerships are often necessary to recruit WIA participants for available job opportunities and to build adequate class populations for training programs. LWIA 7 has worked with LWIA's 4 and 6 to assist with filling training programs such as Nursing, Welding, Patient Care Technician, and the President's Academy for Emerging Technologies (STEM). Continued regional partnerships will assist local areas in providing quality programs and opportunities for our customers, job seekers and employers.

By using the "Source", "Jobs4TN", and the "Job Outlook" to identify high growth, high skill job opportunities, we will target those industries and recruit individuals that show interest in those occupations. Currently, healthcare, office and administrative support and production occupations have been identified as three of the highest demand, high growth occupation clusters

in our area. Routine meetings with front-line staff will be held to track services that are being provided and to determine if enrollments are on target with industry projections. On-the-job training and customized training will also be utilized to provide services to eligible employers and job seekers. Web based tutorials and/or workshops conducted at the Centers will be utilized to provide soft skills identified by employers as deficits in the workplace skills of new employees and job applicants.

Our performance projections are in line with set goals in key workforce areas established by the TDLWD, which include entered employment, employment retention, average earnings, skill attainment, etc. The main focus is to meet or exceed these goals while providing the best possible customer service to both job seekers and employers.

III. Customer Focus

a. According to JOBS4TN, LWIA 7 is projected to have more job openings than applicants in healthcare occupations for the time period of 2012 – 2020, with it having the highest number of job openings for any occupational job cluster for LWIA 7. A survey conducted by LWIA 7 indicates a steady or growing need for the healthcare occupations in all area medical facilities. For the same time period of 2012 – 2020, Office and Administrative Support occupations are projected to have the second highest number of job openings in LWIA 7, while Production Occupations is expected to have the third highest number of job openings. Each of these industry sectors are identified as key in the Governor's JOBS4TN Plan Sector Strategy.

The Local Workforce Board in Area 7 has set a lifetime Individual Training Account limit of \$3,000.00. The LWIB has also set a limit of two years for WIA training sponsorship, including serving those in the last two years of a four year program. No exceptions will be made. Any participant in approved training activities must demonstrate the need for WIA funding through a Training Services Budget completed by the financial aid staff of the training provider. Eligible Adults, Dislocated Workers, and Youth who do not possess sufficient job skills based on Job Center staff assessments will be eligible for training services. WIA training funds will only be used to support individuals in training listed on the state eligible training provider list. By utilizing Pell Grants, scholarships, etc. combined with WIA financial assistance, most LWIA 7 participants attending a training program that aligns with the industry sectors included in the Governor's JOBS4TN Plan Sector Strategy are able to complete training within the set time limit with minimal out-of-pocket costs. WIA case managers will document the shortages for training in specific occupations using Bureau of Labor statistics data. Local staff will provide Rapid Response activities to employers as needed. The only services procured by competitive bid will be in-school youth services. Local advertising will be used to request proposals. All applications will be rated by the same standards. In the event that funds allocated for Adult employment and training activities are limited, LWIA 7 will give priority of service to disadvantaged adults when 75% of adult funds are obligated. All Veterans and their spouses will receive priority of services for all LWIA 7 America Job Center services.

The LWIA 7 Employment and Training Director and the Economic and Community Development (ECD) Director are presently working with Tennessee Technological University to submit a \$1.2 million dollar grant to be used to recruit new industry to the area. The LWIA 7 Employment and Training Director serves on the Workforce Development Committee at the

Local Chamber of Commerce and meets with ECD, the Chamber of Commerce, and potential employers who may move to the area to provide information regarding services available through WIA and/or the Centers.

Employment and Training programs in LWIA 7 are designed so that employment and training services are readily accessible to special populations. In addition to WIA Adult, Dislocated Workers, and Youth programs, LWIA 7 is a sub-contractor for the Title V Senior Community Services employment programs for aging Americans. LWIA 7 has been designated as an Employment Network with the Social Security Administration for the Ticket to Work program. The Ticket to Work program is an employment program that is specifically designed for individuals who receive social security disability benefits and would rather be employed. This program assists these individuals by helping them find employment. LWIA 7 also provides information and assistance to employers regarding the Federal Bonding Program and Work Opportunity Tax Credit program. These programs encourage employers to hire ex-offenders. Since LWIA 7 continually focuses on informing employers of the benefits they receive by hiring members of America's aging population, individuals with disabilities, or previous offenders, these special groups have a greater chance of attaining employment.

LWIA 7 has experienced an increase in activity for veteran services through the Center. The Tennessee Department of Veteran's Affairs, Veterans' Benefit Representative (VBR) interviews and counsels veterans and their dependents concerning benefits such as pensions, compensation, education, hospitalization, insurance, loans, discharge review board, medical care, and veteran's preference. The VBR also prepares formal claims and compiles appropriate supporting documents and evidence in support of claims for presentation to the appropriate agency, and reviews denied claims and assists veterans and their dependents in preparing rebuttals to adverse benefits/decisions for presentation to the claims service for prosecution.

The TDLWD Veterans Outreach Specialist (VOS) interviews veterans with barriers to employment and provides case management services. The VOS conducts personal interviews with veterans visiting a career center to determine veterans' job readiness, work qualifications, and suitability for particular training programs or jobs. The VOS also establishes a network with community-based organizations and veterans organizations; and contacts employers to inform them of services available and to identify their employment needs. The VOS conducts follow-ups with employers to obtain feedback about employment services provided and gathers information about the services that can be provided to veterans through community-based organizations and veterans' organizations. The VOS meets with community-based organizations and veterans organizations, VFW, DAV, and American Legion, to solicit their support and exchange information about respective services provided. All veterans and non-veterans are invited to attend Employment Preparation Workshops that are conducted bi-weekly. These veterans are provided services using a number of resources such as Jobs4TN.gov, Operation Standdown, Veteran Vocational Rehabilitation, VA Healthcare and Mental Health Care Providers, Homeless Veterans Reintegration Program, County and State Veterans Service Officers, and WIA Case Managers.

The TDLWD Local Veterans Employment Representative (LVER) also refers veterans to other agencies such as the VFW, American Legion, and the UCHRA for other services. The LVER

identifies and determines appropriate services and benefits for veterans and coordinates employer outreach to encourage employers and veterans to use the services of the local Job Center. The LVER works closely with the Business Services Specialist with job fairs and community activities. The LVER follows-up with employers, veterans, and supportive service agents to determine effectiveness of service provided to veterans, gathers information about local job and business needs by developing relationships with employers, and advocates for hiring veterans to employers through multiple communication avenues. The LVER conducts outreach within the community to locate veterans with disabilities in the absence of a Veteran Outreach Specialist. The LVER monitors and evaluates office procedures and interviewing activities to assure veterans are receiving priority of service.

UCHRA has a number of programs to help veterans and their families. The Upper Cumberland Area Rural Transit System (UCARTS) offers public transportation to Veterans Administration (VA) Centers, medical appointments, job interviews, to and from employment, etc. The County Mayors of Fentress, Overton and Pickett counties in LWIA 7 have purchased a 12 passenger van to transport veterans to and from the VA Hospitals. The VA pays for the vans' maintenance and fuel. UCHRA manages the licensing, provides training for the driver and operates the call center and dispatching for trips. Other services offered through UCHRA are: Low Income Home Energy Assistance Program; the Weatherization Assistance Program; the Rent, Utilities, and Prescription Assistance Program; and the Temporary Emergency Food Assistance Program (Commodities). The Child and Adult Food Program supplements the cost of meals to children or adults in licensed private day care homes, and the Child Care Certificate Program assists families with child care expenses. Information and referral services are offered to assist families and individuals in accessing available services and resources in the LWIA 7 area.

LWIA 7 and partners ensure that comprehensive services are available to eligible youth in the area that are in danger of dropping out of school, have significant barriers to employment, or are in need of occupational skills training. This is accomplished by working collaboratively with local school boards, technology centers, colleges, universities, and private industry businesses.

In partnership with the local Boards of Education, LWIA 7 has developed in-school youth programs designed to minimize high school dropouts in low-achieving, economically disadvantaged, at-risk youth. The Career Training program operates on the school and community levels while providing training that leads to secondary school completion, dropout prevention strategies, and leadership development opportunities. This program helps youth that graduate high school make successful transitions into post secondary education and employment. Out of school youth come in many varieties – high school dropouts, high school graduates who are basic skills deficient, and/or graduates who lack the skills they need to pursue employment or secondary education. LWIA 7's goal for out-of-school youth is to engage them in education and training programs which reconnect them with opportunities and give them hope for the future.

LWIA 7, Tennessee Technological University (TTU), Local Boards of Education, and LWIA 6 continue to work as partners to organize the President's Academy for Emerging Technologies at TTU. The academy is a five-day program for students in grades eight through eleven. It is designed to stimulate and build interest in science, technology, engineering, and mathematics (STEM). Program activities include hands on laboratory activities, engineering design,

nanotechnology, chemistry, materials science, robotics, advanced manufacturing, fuel cell technology, technical communications, presentations by leading researchers, and tours at research facilities such as Oak Ridge National Laboratory, Vanderbilt Institute for Nanoscale Science and Engineering, Arnold Engineering and Development Center, and the University of Tennessee Space Institute in Tullahoma. The Academy is funded by the Tennessee Technological University President's Office. LWIA 7, LWIA 6, and Local Boards of Education participate in the recruitment and selection of applicants to attend the camp.

Our vision in LWIA 7 is to increase the number of on-the-job training (OJT) opportunities in our area with employers who offer earnings which allow workers to become self-sufficient. We hope to continue and expand our partnerships with area technology centers and other schools to assist other employers with customized training.

b. Since multiple partners deal with the same customers, if one partner is unable to meet a customer's needs, other partners will work with that customer to try and meet their needs. This level of commitment to our customers from all partners helps ensure a level of loyalty to keep the Center services in the minds of Center customers. We work closely with employers in the community to determine what services offered by the Center are needed. We also monitor feedback from customer satisfaction surveys conducted by the University of Memphis. Follow-up surveys are conducted by management staff to ensure satisfactory service was provided by the Center. We will randomly select customers to complete a survey every third week of the month. We will send employers a survey each month, and a suggestion box has been placed at the reception desk. A monthly report will be compiled and shared with all partners to gauge where improvements need to be made. Web based survey services such as "Survey Monkey" will be considered by consortium members as an additional option to measure customer satisfaction. We have Advisory Board meetings in each county that private industry leaders, county officials, religious leaders, etc. attend. These meetings are very instrumental in keeping us informed of employer needs. The social media app "Twitter" is utilized daily to list local job listings and job fairs. Other social media outlets such as Facebook, LinkedIn, etc., will be discussed and considered by the Center partners as viable options to engage job seekers and employers.

IV. Measurement, Analysis, and Knowledge Management

a. Data and other information sources that are utilized to measure, analyze and then improve our organizational performance were selected by consortium members of the Career Center System. The major metrics selected are: WIA Adult Entered Employment Rate; WIA Adult Retention Rate; WIA Adult Average Earnings; WIA Dislocated Worker Entered Employment Rate; WIA Dislocated Worker Retention Rate; WIA Dislocated Worker Average Earnings; Youth Entered Employment; Youth Attainment or Degree or Certification; Youth Literacy or Numeracy Gains; Wagner-Peyser Entered Employment Rate; Wagner-Peyser Employment Retention Rate; and Wagner-Peyser Average Earnings. These major metrics do represent key work processes for each partner. The secondary metrics selected are: the total number of participants that request services; the number of positive outcomes that result from these requests for service; and the number of negative outcomes that result from these requests for service.

These metrics are being tracked by the respective partners and submitted quarterly to the Center Consortium for members to analyze and evaluate the data. Results from past quarters will be used to measure results from the present quarters' data as well as benchmark data from Local Workforce Investment Areas that are similar to LWIA 7. Consortium members and Center partners will also revisit metrics to ensure that they are aligned with short and long term goals. Consortium members will utilize studies and other written material to identify "best practices" from Workforce Investment Areas across the nation and will pass these results on to all Center employees.

b. To manage information, information technology, and organizational knowledge, LWIA 7 utilizes all sources of information available. All partners, with the exception of Vocational Rehabilitation, are able to access most client information on the State-operated electronic Case Management and Activity Tracking System (eCMATS) database. This process will convert to Virtual One Stop (VOS). Program management staff currently utilize the Discoverer database to track participants to ensure case notes, activities and exits are updated in a timely manner.

V. Workforce Focus

a. LWIA 7 senior staff recognizes the importance of career development for those who "work in the trenches" and how challenging their work of providing assistance to customers who are re-connecting with the workplace or are moving into employment for the first time really is. Our American Job Center staff has learned, especially during times of peak workloads, that cooperation and teamwork will help complete the job tasks at hand much quicker and more efficiently. The end result has made it easier for our customers to receive the maximum benefits when seeking help at our Career Centers because each of our partners are knowledgeable of services offered by their fellow partners.

Our service integration plan will provide cross-training of American Job Center staff to ensure a seamless system is in place for our customers. The focus will be on customer need, not program requirements. Staff members will be adequately trained in each of the programs provided under the Center's available funding streams for purposes of fostering program integration and eliminating functional silos. Cross-training will require the collaboration of staff and services where it is most practical and supports the needs of customers.

Our senior leaders continuously monitor and refine policies and procedures that maximize the ability of front-line staff to exceed goals and show individual initiative in doing so. Questions are discussed concerning work environment situations that could be handled in different ways, and best practice solutions are given by senior leaders. Discussions such as these offer diverse ideas from our employees and allow senior leaders to understand how our workforce is thinking about daily work tasks.

b. Our communication skills are at times tested, since our American Job Centers are staffed by different partner organizations that each has their own set of guidelines and reporting structures. However, the different partners recognize this and strive to focus more on effective communication. The LWIA 7 Partner Consortium will inform affiliate and Comprehensive

Center staff and required partners of all communication regarding workforce system policy. This is a crucial element to the success of service integration and functional alignment.

Opportunities are provided for staff to attend professional career development through specialized training programs such as Global Career Development Facilitator Training, Southeastern Employment and Training Association (SETA) conferences, and TDLWD and United States Department of Labor workshops. This specialized training will empower our employees to be innovative in their approach to serve our customers. The LWIA 7 Consortium believes strongly that each employee must have confidence in their ability to do their job, understand their value to our organization, be knowledgeable of the tools at their disposal, and participate in education and training opportunities as they become available. This mindset is crucial to the success of services offered to our customers.

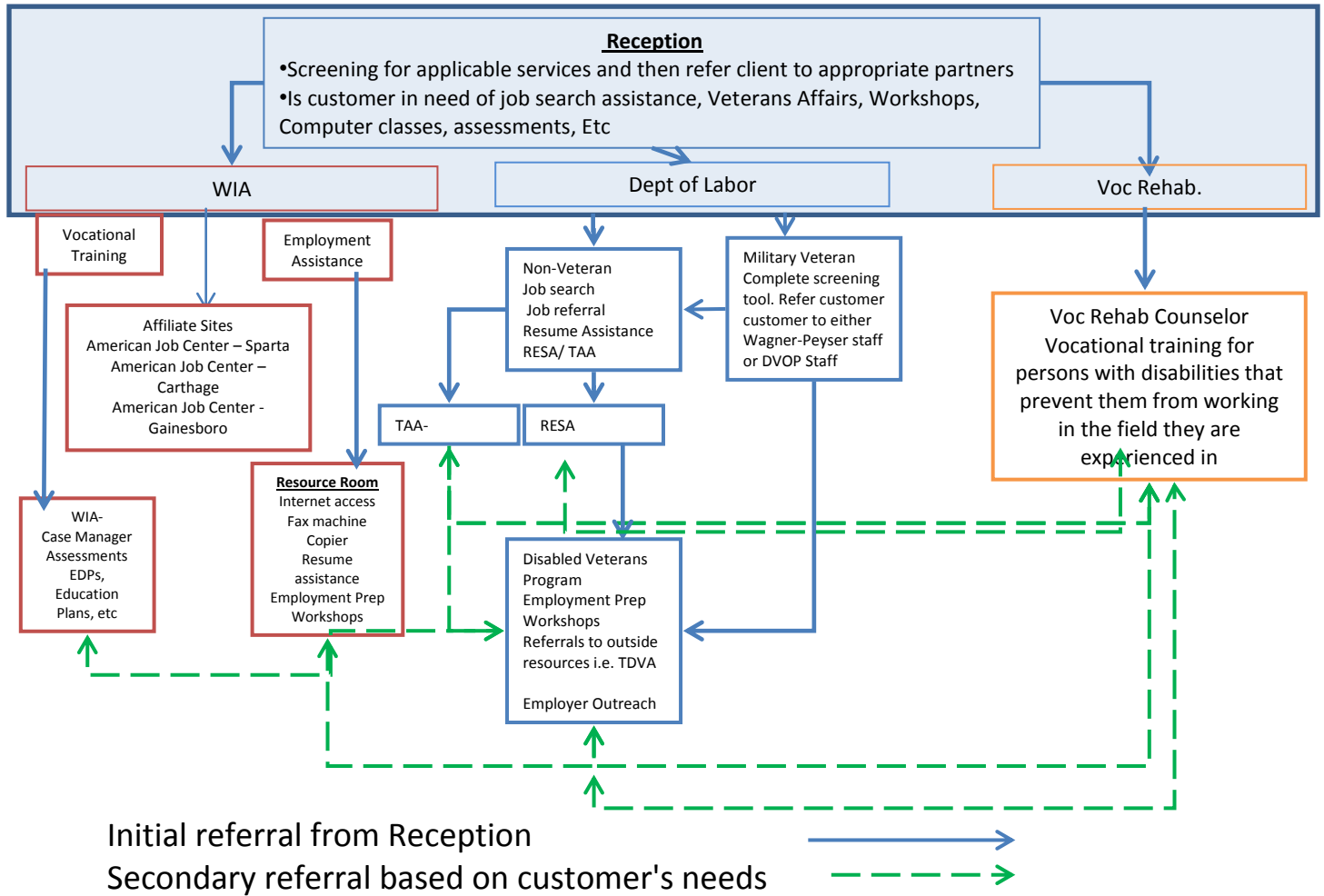
In the Comprehensive Center, employee satisfaction is gauged by participation in bi-weekly staff meetings. Employee morale, ways to improve and learn from co-workers, etc. are major discussion points. Reporting of performance measure results/program outcomes is presented quarterly during staff meetings. We will randomly select customers to complete a survey every third week of the month. Also, we will send employers a survey each month. A suggestion box has been placed at the reception desk. Results of these surveys will be used to compile a monthly report to gauge what we are doing that resulted in customer satisfaction and where improvements need to be made, if applicable.

VI. Operations Focus

LWIA 7 has one comprehensive Career Center/American Job Center located in Cookeville. All services, as mandated by federal and state regulations and local workforce board policies, are administered by this Center. The UCHRA maintains offices in all twelve (12) counties of LWIA 7, and WIA staff provides services in all of these counties. Jackson, Smith, and White Counties have affiliate Career Center/American Job Center offices where a full-time WIA staff person is located to provide services. This allows more services to be offered to our customers.

a. The Center staff serving in the Welcome Function will complete a quick assessment of needs for every new job seeker, which will include questions such as “What do you need assistance with?”, “Are you a Veteran?”, etc. The welcome function in the Comprehensive Center will be staffed by LWIA 7 (Receptionist and Resource Room Technician), and those staff costs will be shared through the Resource Sharing Agreement based on FTE’s. In affiliate Centers and other counties in LWIA 7, the WIA Case Manager will be responsible for this function. (See the following Customer Flow Chart, Assessment of Needs Survey, and Orientation of Services Chart)

Tennessee Career Center / American Job Center @ Cookeville and Affiliates Customer Flow Chart



Quick Assessment of Needs

Name: _____

1. Today, I need help with:
- (a) Finding a job _____
 - (b) Unemployment Insurance _____
 - (c) Training _____
 - (d) Resource Center (Computer, copier, and fax) _____
 - (e) ResCare _____
 - (f) State Veteran Affairs (TDVA) _____

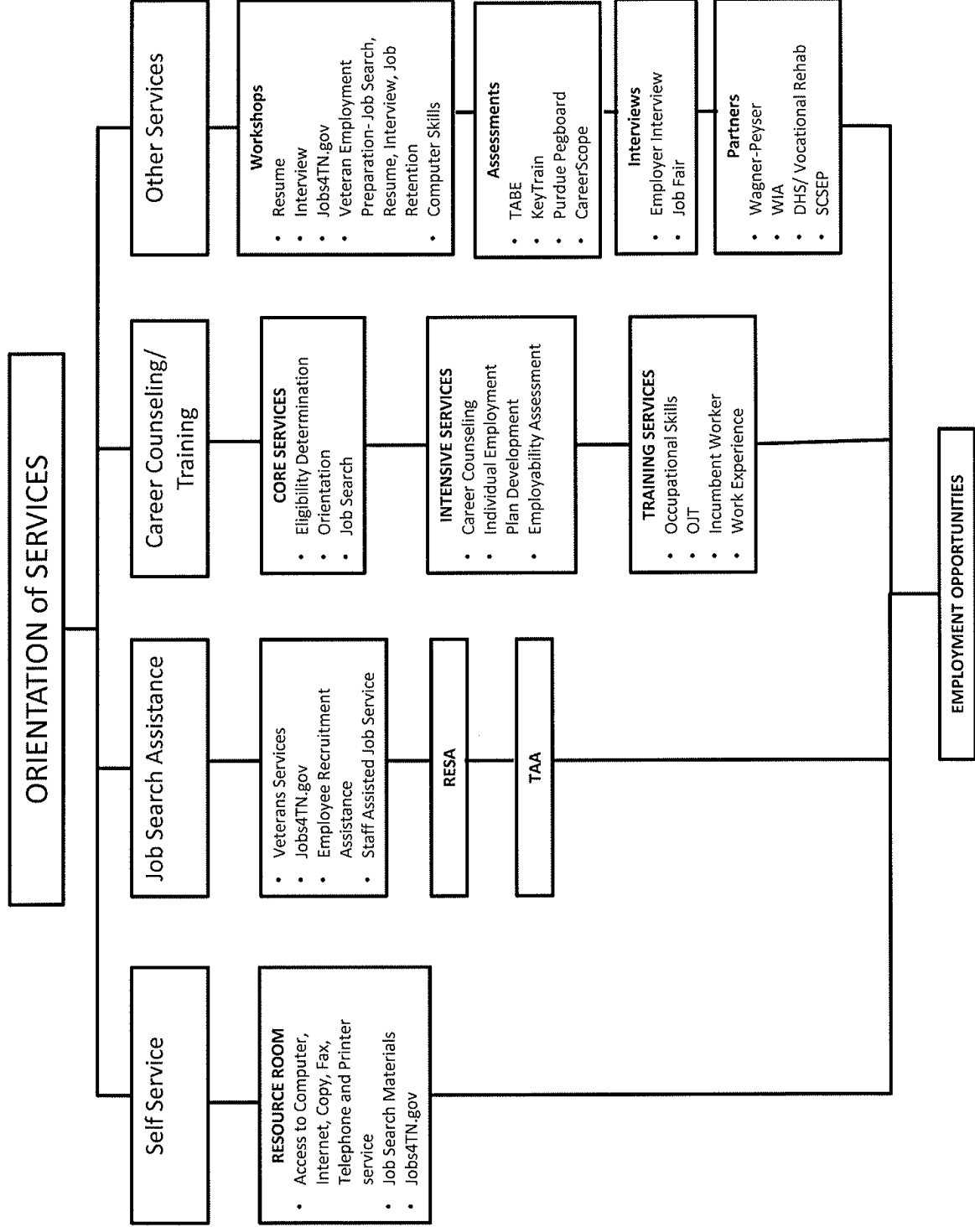
2. I have a disability or problem that affects my ability to get or keep a job?
 ____ Yes ____ No

3. If you are a veteran, please **circle** the appropriate answers below.

Veteran Screening

Branch:	Military Occupation:	Dates of Service:	Rank/Rate:
1. Yes No	Did you serve at least 6 months on Active Duty and receive higher than a Dishonorable Discharge? Or, were you Reserve, Air Guard, or National Guard and were called to Active Duty for Mobilization? Or, Served less than 6 months but was discharged with a service connected disability.		
2. Yes No	Is this your first time visiting a Tennessee Career Center?		
3. Yes No	Have you been off Active Duty less than 2 years?		
4. Yes No	Have you been unemployed 3 months or longer?		
5. Yes No	Do you have a Service Connected Disability that impacts your ability to work?		
7. Yes No	Is there anything that you feel may be preventing you from finding employment? For example: Education, Interviewing Skills, Health Issues, Legal Conviction, Homelessness, etc.		
8. Yes No	Do you have an issue that you need to specifically discuss with one of the Veterans' Program Staff or are you currently in Case Management with the Veteran's Program Staff?		
9. Yes No	Are you an Eligible Spouse of a: Veteran who has been rated 100% with a service connected disability? Veteran who is missing in action? Veteran Captured in the line of duty by a hostile force? Prisoner of War or who died from a service connected disability?		

Staff Only
If a vet answers NO to #1 , they must see Wagner-Peyser Staff
If a vet answers YES to #1 and NO to all other questions, they should be seen by Wagner-Peyser Staff
If a vet answers YES to #1 and Yes to any other question, they should initially be seen by Vet staff



The Skills/Career Development Function will be completed by the Wagner-Peyser (WP) staff in the Comprehensive Center. The WP staff will develop an employment plan for job seekers who are not “work ready”. The plan will establish the needs/barriers of the customer and will determine the resources available so appropriate referrals can be made. In most cases this will result in a referral to the appropriate WIA Case Manager for assessment, career guidance, etc. In affiliate Centers and other counties in LWIA 7, the WIA Case Manager will be responsible for this function. In many cases, job seekers will be co-enrolled in multiple programs, such as WP and WIA, in order for additional services to be provided. These additional services could include support services (funding for work clothing/shoes, tools, etc.), along with case management and follow-up services. In the future, WP and WIA staff will both utilize the Virtual One Stop (VOS), which will assist the Center staff with reporting and providing case management to customers who are coenrolled.

The Business Services Function will be provided as a team effort between the TDLWD Business Services Specialist, WP staff, and WIA staff. The Business Services Specialist continuously solicits job orders and opportunities to provide services to employers throughout LWIA 7. In addition, the Center Site Lead will coordinate this function and will include other Center partners (Veterans Employment, RESA, etc.) to maximize the number of employers assisted and to become the bridge between local businesses and job seekers. Recruitment, assessment, and referrals are based on partner staff determining specific qualifications and requirements necessary for meeting employer needs. WIA Case Managers perform detailed assessments to determine each individual’s skills and abilities as well as their compatibility with various occupational clusters. Individuals who are lacking the required skills for existing job opportunities are provided information on available training opportunities including on-the job training with which their existing skill levels are compatible. Only those training opportunities identified by the “Source” or “Job Outlook” as being training for “growth” occupations are considered for financial sponsorship. Individuals who need remediation can use internet-based learning tools available at the American Job Centers or through partnering Adult Education programs. Although we strive to meet the employment needs of our local employers, we continuously try to refine and improve our efforts.

Rapid Response activities coordinated by TDLWD staff provide on-site information for employers and employees experiencing downsizing or plant closures. Dislocated Workers needs are identified through preliminary needs surveys. Needs surveys allow us to determine which Dislocated Workers are candidates for post-secondary training or remediation and which Dislocated Workers are in need of direct job placement. Those in need of post-secondary training are assessed to determine high skill, high demand occupations they are suitable for once they complete training. If the person possesses marketable skills, they are referred to existing job openings. Based on market research and employer demand, our Center system targets high skill, high demand training and jobs to promote long-term self-sufficiency for individuals.

b. Each Career Center partner follows written policies and procedures that create daily work processes for implementing and managing the workforce programs. Bi-weekly team meetings, monthly meetings, and quarterly consortium meetings allow the continuous exchange of information and input from front-line staff, which creates continuous improvement. Feedback

from employers also provides valuable information in identifying areas where improvement is needed.

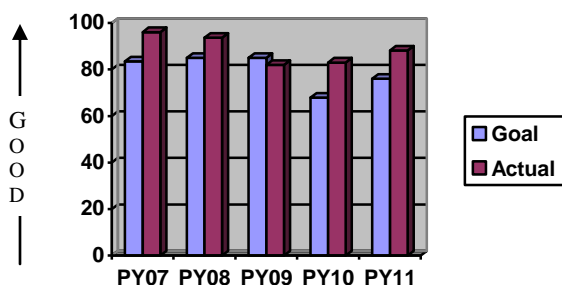
VII. Results

Major Performance Metrics for LWIA 7 partner programs are expressed in terms of “Goal vs. Actual.” The major Performance Metrics for WIA programs are: Adult Entered Employment Rate, Adult Employment Retention, Adult Average Earnings, Dislocated Worker Entered Employment Rate, Dislocated Worker Employment Retention, Dislocated Worker Average Earnings, Youth Placement in Employment or Education, Attainment of Degree or Certification, and Literacy or Numeracy Gains. LWIA 7 performance using these metrics is reflected in figures 7.1, 7.2, and 7.3. Partner performance is reflected in figures 7.5, 7.6, and 7.7.

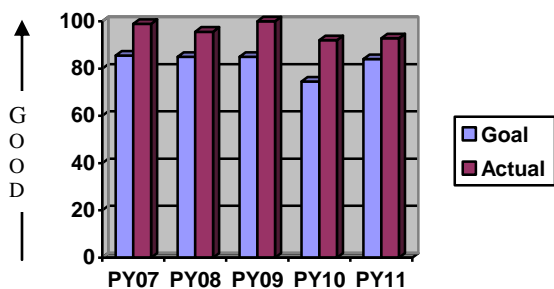
LWIA 7 has met or exceeded negotiated performance goals for Adult Entered Employment, Adult Retention Rate, and Adult Average Earnings four of the past five years.

WIA Adult Performance (Figure 7.1)

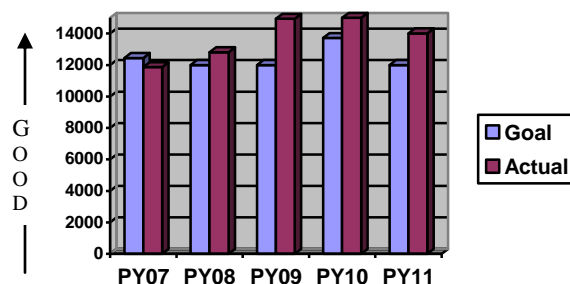
**Entered Employment Rate
(Figure 7.1a)**



**Retention Rate
(Figure 7.1b)**



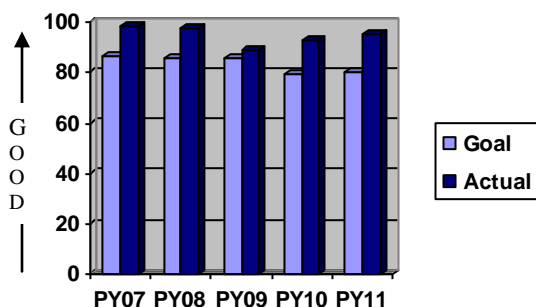
**Average Earnings (6 months)
(Figure 7.1c)**



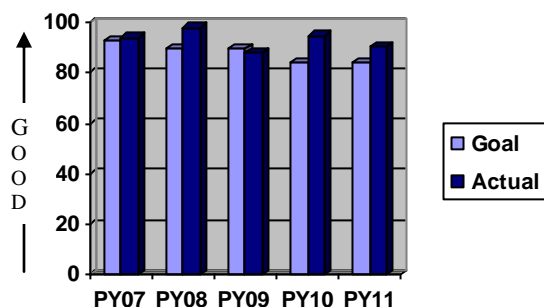
WIA Dislocated Worker Performance Metrics are shown in figures 7.2. The Dislocated Worker Entered Employment goal was exceeded for each of the past five years. The Retention Rate goal was exceeded for four of the past five years. The Dislocated Worker Average Earnings performance was exceeded in PY 2011 and averaged 94% of goal for the previous four years. This rate is difficult for entry level wage earners to attain in our geographic area due to this area having some of the lowest earnings of all thirteen areas of the state.

WIA Dislocated Worker Performance (Figure 7.2)

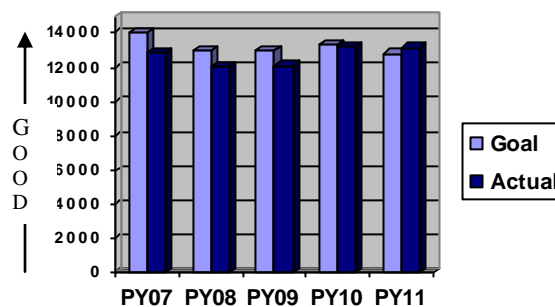
**Entered Employment Rate
(Figure 7.2a)**



**Retention Rate
(Figure 7.2b)**



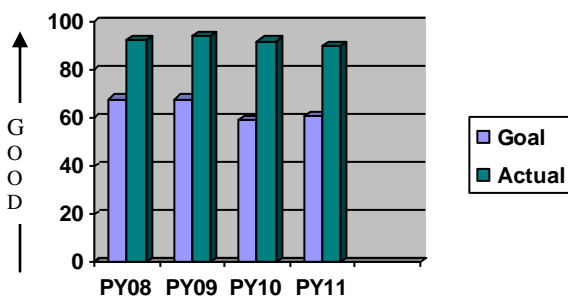
**Average Earnings (6 Months)
(Figure 7.2c)**



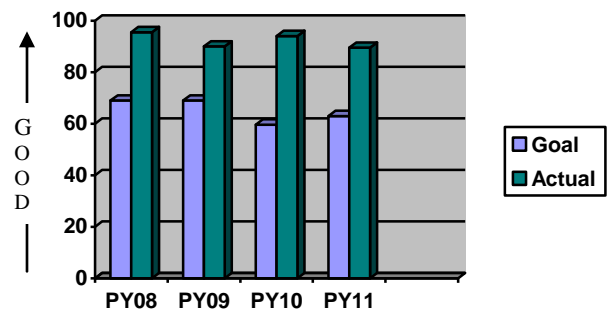
Starting in PY 2008, performance metrics for Younger and Older Youth were combined. Below are the performance metrics for PY 08 through PY 11. The Youth Placement in Employment or Education goal, the Youth Attainment of Degree or Certification goal, and the Youth Literacy or Numeracy goal have all been exceeded for each of the past four years.

WIA Youth Performance (Figure 7.3)

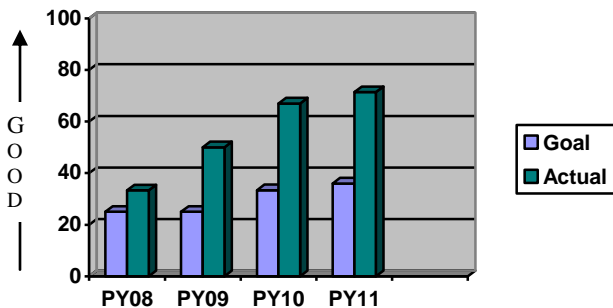
**Placement in Employment or Education
(Figure 7.3a)**



**Attainment of Degree or Certification
(Figure 7.3b)**



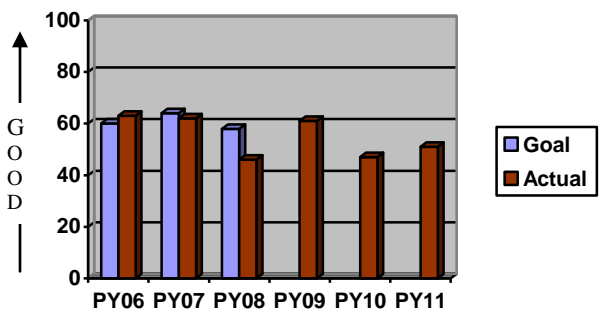
**Literacy or Numeracy Gains
(Figure 7.3c)**



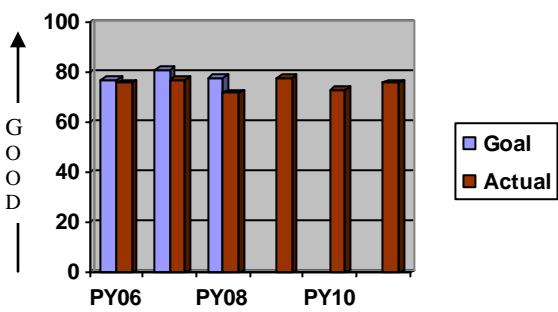
Wagner-Peyser met or exceeded the Entered Employment goal for two of three years and met or exceeded the Employment Retention goals for two of three years. Goals for Average Earnings were met one of the three years reported.

Wagner-Peyser Performance (Figure 7.5)

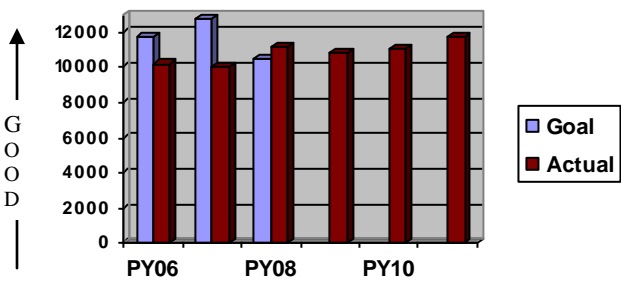
**Entered Employment Rate
(Figure 7.5a)**



**Employment Retention Rate
(Figure 7.5b)**



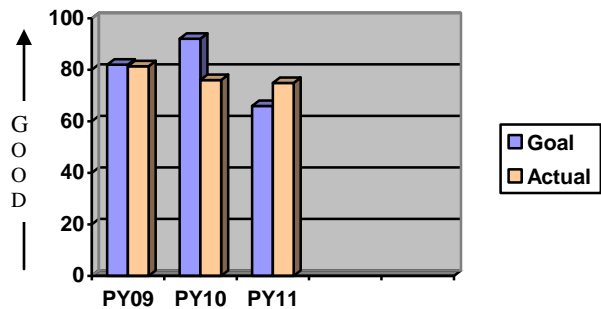
**Average Earnings
(Figure 7.5c)**



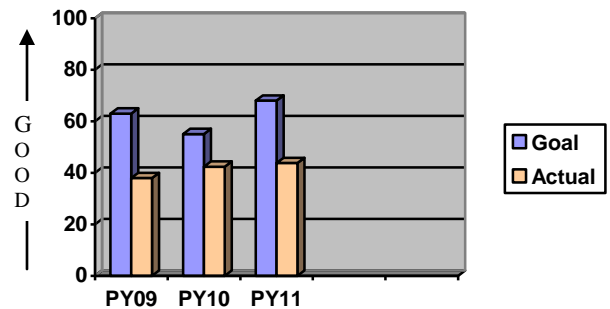
The Adult Education program exceeded goals for Obtained GED or Secondary School Diploma for each of the past three years reported in Figure 7.6.

Adult Education Performance (Figure 7.6)

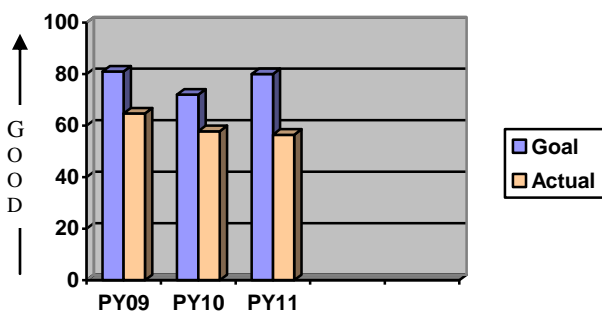
**Entered Postsecondary Education or Training
(Figure 7.6a)**



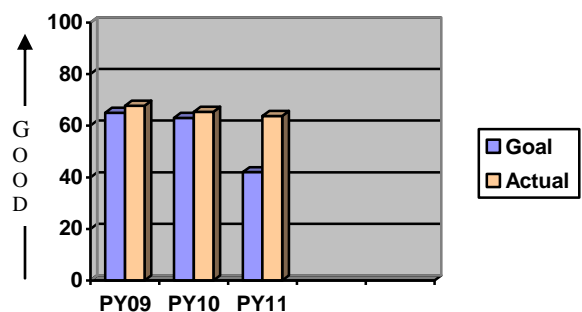
**Entered Employment
(Figure 7.6b)**



**Retained Employment
(Figure 7.6c)**



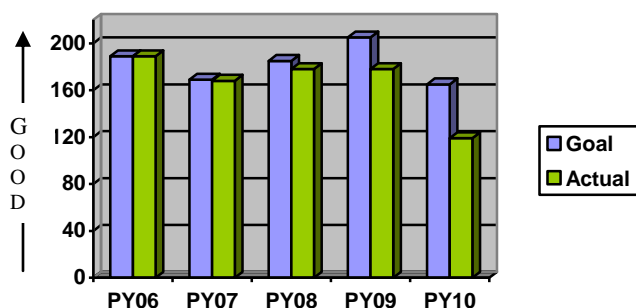
**Obtained GED or Secondary
School Diploma
(Figure 7.6d)**



Performance for Vocational Rehabilitation Services is shown in Figure 7.7. The goal was not met in PY 08, PY 09, and PY 10, was within one of being met in PY 07, and was met in PY 06. Performance for PY 08 was 96.2% of goal and ranks second in the state.

Vocational Rehabilitation Services (Figure 7.7)

**Entered Employment
(Figure 7.7a)**



The University of Memphis conducts Client Customer Service and Employer Satisfaction Results for all LWIA's. These results are received quarterly. The feedback from these surveys are reviewed and shared with the partner consortium and WIA staff to help improve services where needed and to ensure that the American Job Centers provide a customer-focused environment.

The LWIA 7 Five-Year Strategic Plan is posted for a minimum of one month on the UCHRA and Career Center websites for public comment and review. Public Notices of Availability run a minimum of two times in all local newspapers. Public comments received are addressed by the LWIA Director as needed and are submitted to TDLWD staff as required.